



Call for Expressions of Interest

Consultancy to advise a company on its Eastern DRC coffee sourcing program to strengthen the impact on peace

Starting date:	Mid-October 2020
Application deadline:	25 September 2020
Location:	Home-based (with likely 2 missions to Eastern DRC)
Language requirements:	English, French and local language skills is valued
Duration of assignment:	Until second half 2021

Commissioning organisations

A listed company, included in the portfolio of the [CADMOS Peace Investment Fund](#), which is, among others, sustainably sourcing coffee from fragile and conflict-affected regions.

PeaceNexus

The [PeaceNexus Foundation](#) provides services that strengthen the effectiveness of organisations that play a role in building peace. PeaceNexus engages with companies to raise awareness about how their operations impact conflict to jointly define interventions that improve business practice. PeaceNexus cocreated and provided seed capital for the Cadmos Peace Investment Fund. As a shareholder, the foundation continuously engages with portfolio companies, encouraging conflict-sensitive and peace promoting business practice. PeaceNexus has regional offices in West Africa, Western Balkans, Central Asia and Myanmar that can provide conflict-related expertise to companies. The foundation acts as independent intermediary between companies, local stakeholder groups and peacebuilding experts. To protect this independence, PeaceNexus does not seek payment for its advisory services.

Background on Eastern DRC coffee sourcing program

The company aims to be a valuable and constant commercial partner sourcing coffee from North and South Kivu. Building on the experience of the partners in DRC, it aims to introduce the sustainable sourcing approach in identified areas. In the future, the DRC program is planning to expand in coffee sourcing areas which are bordering protected areas (National Park & World Heritage site). In addition to sourcing coffee and farmers training, the company is supporting the construction and operation of water access points and health clinics in the area of operation in a social enterprise approach.

Partners in DRC include:

- TechnoServe, an international NGO, under the auspices of the USAID-funded Strengthening Value Chains Activity, to deliver training to farmers, cooperatives and entrepreneurs in South Kivu
- Virunga Coffee/ Olam, a coffee producer and exporter, buying the coffee from farmers in South Kivu and from their own supply chain in North Kivu
- Asili, a social enterprise in DRC, constructing and operating the health clinics and water access points

Scope of the assignment

The project has two objectives:

1. Strengthen the impact of the coffee program on peace by analyzing the influence of first year's operations, including the company's coffee sourcing approach, on local conflict-dynamics and social cohesion. This should offer practical recommendations that can be readily implemented by the company and DRC partners (mentioned above), to strengthen the overall program design in North and South Kivu.
2. Develop in close consultation with the company and Peace Nexus a high-level approach for other conflict affected regions by drawing key lessons from this DRC assignment and lessons learned.

Elements of the assignment include:

Objective 1: Strengthen the impact of the coffee program on peace by analyzing the influence of first year's operations, including the company's coffee sourcing approach, on local conflict-dynamics and social cohesion. This should offer practical recommendations that can be readily implemented by the company and DRC partners (mentioned above), to strengthen the overall program design in North and South Kivu.

Conflict and peace-analysis (Project area of operation in North and South Kivu)

Analyze the linkages between the coffee sourcing program and (identified¹) conflict and peace drivers with particular focus on:

- a) **Payment:** Impact of premium payments to farmers, members of partnering cooperatives and farmer business groups; and changes in the relation between farmers receiving the premium payment and farmers/ community members not included in the program
- b) **Gender implications:** Gender specific conflict and peace drivers: how men and women are affected differently by the coffee sourcing program and related activities (including focusing on different parts of the supply chain such as wet mills).
- c) **Grievance and conflict monitoring and resolution:** Review of grievance mechanisms and internal/ external mechanisms for conflict mitigation/ resolution by coffee cooperatives and their members. Identification of actors, including existing large cooperatives, and mechanisms that can play a role in the resolution of conflict around the coffee sourcing program (premium payment, conservation efforts, land rights, transparency & good

¹ Conflict drivers in the coffee value chain in the project area of operation have been identified in earlier conflict analysis and need to be validated / updated

- governance etc.) Identification of trusted groups/ individuals the company and partners can periodically engage with to monitor developments of conflict and social cohesion (linked to the operations) and groups/ individuals that can play a role in mitigating and resolving conflict
- d) **Forrest protection:** Relation between program-supported conservation/ forest protection efforts and conflict and peace.
 - e) **Security:** Impact of the security situation on operations and staff safety
 - f) **Performance indicator(s):** Identification and specification of a 'peace' key performance indicator(s) that the project can monitor

Recommendations and potential adaptation on the company's current coffee sourcing program design

Provide actionable recommendations and concrete guidance to the company and its partner organisations on:

- a) **Payment:** Define optimal transfer of funds to farmer cooperatives, farmer business groups and private entrepreneurs running wet mills that are part of the program (recipients, gender considerations, modality, frequency, technology, etc.)
- b) **Gender implications:** Specify gender specific risk and opportunities implementing partners should be aware of and act upon
- c) **Grievance and conflict monitoring and resolution:** Provide recommendations on existing grievance/ complaints mechanisms at the levels of farmer cooperatives/ wet mills, program partners (if they exist) or suggest appropriate, conflict-sensitive, mechanisms highlighting who should act upon complaint
- d) **Forrest protection:** Suggest modifications to increase the conflict-sensitivity of supported conservation/ forest preservation initiatives
- e) **Security:** Suggest mitigation measures to reduce security risks for field staff and stakeholders in the supply chain, to improve safety of individuals and organizational preparedness of all program partners and organisations
- f) **Performance indicators:** Propose a select number of feasible and impact-oriented peace indicators that the company and its implementing partners can monitor

Objective 2: Develop in close consultation with the company and PeaceNexus a high-level approach for other conflict affected programs by drawing key lessons from this DRC assignment and lessons learned

- Develop a conflict-risk typology of coffee sourcing program based on their level of conflicts (e.g. high, medium, low)
- Draw on lessons learnt from the DRC experience to feed operational insights into how to practically apply conflict-sensitivity in other conflict-affected locations that are part of coffee sourcing programs (and show why it matters) based on their risk typology and providing clear justification. This could include existing practices (due diligence, risk management, partner selection, program design, etc.), to identify how to use/ modify existing procedures in order to reduce conflict risks and to contribute more to peace.
- Develop processes that the company can follow to improve the safety of the staff and communities in their supply chain when working in high risk coffee sourcing areas
- Give advice on how to include a conflict-sensitivity lens in selecting implementing partners and in their oversight

Timeline

Mid-October (home based) - second half 2021, with a few moments of high intensity work over a long period of time. The timeline is dependent on the future development of the Covid-19 pandemic. We welcome suggestions by the applicant on the overall methodology as well as how to practically adapt the work plan and timelines in view of the ongoing health crisis. Activities undertaken/ deliverables by the expert(s) per phase include, but are not limited to:

Phase 1: Workplan and preparation (until early November 2020)

Estimated total working days experts: 10-15

Scope / Deliverables:

- Development of detailed workplan
- Desk review conflict- and peace drivers in area of coffee sourcing program
- Phone interviews with private sector partner staff and DRC partners
- Preparation of field visit and development of interview guides

Phase 2: First Field mission and Program Recommendations (tentatively Nov-Jan 2020, to be confirmed with DRC partners based on COVID-19 restrictions)

Estimated total working days experts: 15-25 days

Scope / Deliverables:

- Interviews with local partners, farmer cooperatives, farmer business groups and private entrepreneurs running wet mills, farmers and villagers in area of operations
- Meet with partners operating in areas with endemic conflict to discuss how operational risk are managed and mitigated
- Summarize findings and propose actionable recommendations to private sector company and its partner organisations in DRC- Draft DRC report
- Draft initial proposal for a high level 'approach' for other conflict affected sourcing locations that are part of the coffee sourcing program
- Present findings to staff of private sector partner and facilitate decision-making on what recommendations to prioritize for program adaptation

Phase 3: Second Field mission and concluding report (tentatively second halve 2021, to be confirmed with DRC partners based on COVID-19 restrictions)

Estimated total working days experts: 15-25 days

Scope / Deliverables:

- Interviews with local partners, farmer cooperatives, farmer business groups and private entrepreneurs running wet mills, farmers and villagers in area of operations on the impact of the program changes on stakeholders
- If needed, provide support to further implement changes based on recommendation made
- Review provided recommendations through consultation with stakeholders on the ground and write final DRC report

- Final 'approach' for coffee sourcing program (other conflict affected regions)

Profile and competencies

We see value in a team that consist of an international- and local Eastern DRC expert, but welcome other team compositions. The experts (individually or jointly) would have the following qualifications and experience:

- Advanced University Degree in a relevant field
- 5-10 years of relevant work experience
- Demonstrated experience leading peace and conflict analyses in complex settings, ideally with experience directly managing operations in fragile and conflict-affected contexts
- Track record advising multinational companies, ideally with experience in fair-trade program design including payment processes and/or experience with international (coffee) supply chains
- Previous experience in DRC and solid understanding of the conflict context, particular in the Kivu region
- Excellent listening and advisory skills, with a demonstrated ability to translate complex information and diverse perspectives into clear and actionable recommendations for business
- Proven ability to work in a team and intercultural environment, with minimal supervision
- Fluency in French and English, knowledge of local language(s) valued

Applications

This assignment is foreseen to take approximately 40-65 working days of the experts. Applicants are requested to send their CV's and approach (max 3 pages) to Johannes Schreuder (johannes.schreuder@peacenexus.org) by **25 September 2020**. The CV (s) should highlight relevant experience and key competencies for the assignment. The approach should include the high-level workplan, timeline, foreseen budget, short statement highlighting previous relevant work experiences and suitability for the assignment and any further reflections/ constraints. Shortlisted applicants will be interviewed (via video conference) by the company and PeaceNexus, in the following weeks. The successful applicant will have a tripartite contract with the company and PeaceNexus.